



ULMA Embedded Solutions emerge

Face to face



José Mª Aldecoa
Corporation Chairman
MONDRAGON

Roundtable discussion



Roundtable Discussion:
Swine Flu

Summary

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> *Let's talk about...*

We are coming to the end of the year and it is time to take stock of 2009, and start to put into action the Management Plans for 2010. It has been a year in which all the bad omens predicted at the end of 2008 came true, an 'anno horribilis' for the economy in general. We, as a group, have not come out unscathed from this situation. Important sacrifices have had to be made and firstly I would like to give mention to those who are no longer pursuing their professional careers with us.

Now we must look to the future, and that means looking forward to 2010 with the greatest ambition and excitement possible. In the past, it seemed that economic statistics, predictions and projections were a closed game for the privileged few. But now, after a year of being continually bombarded

barriers regarding purchasing from low-cost countries. We also need to manage the lack of finance available, as that will affect our plan of operation (finance for the rental parks, finance for our growth projects etc).

This does not apply only to Grupo ULMA, but to all our competitors too. Therefore it is obvious that the first to move and transform to this new reality will be in a much better competitive position for this new scene. To move is not an option but an obligation. In calm moments it is not so common to see such strong changes in the market that can shake the foundations of businesses, but in convulsive eras as we are in now, change is the only answer, and those that move into action and get it right are the ones that will improve their position. The crisis causes uncertainty and an uncomfortable

the entry of orders with which we are going to start 2010 will be considerably fewer than when we started 2009 and that the bank's financial resources generated and credits obtained are less than expected, financial management being a basic objective for giving the maximum attention to liquidity. On the other hand is the qualitative element, where we must reflect on how to adapt our business role to improving our position. We need to innovate our product, improve our offers, and provide complete satisfaction to our clients. We also need to look for innovative formulas of alliances and cooperation to face up to the challenge of growth.

The above mentioned cannot be carried out without the work and involvement of all, on both an individual and group level. Therefore, once the Management Plan is



AND 2010?

By IÑAKI GABILONDO. CEO ULMA Group.

by the media, we are familiar with terms such as GDB, internal and foreign demand, employment development, public finance deficit etc, and we search through them to see if there are any signs of 'when' we will pull out of this situation and return to blessed normality. The first thing to take into account is that the solution is not going to come from the outside, and that the changeable market in which our business is conducted is no longer the same. We must be ready to adapt and transform to this new reality

Does this mean that we ignore the predictions? Of course not, but rather than continually discussing whether the recovery will be in X, Y or Z, we do better to work on the solution to the overload found in all sectors and which is resulting in a price war to maintain a share in the market, and also how to deal with the appearance of new competitors coming from other sectors, or other geographical areas. Our clients need to be more competitive and for that reason they are looking for the most interesting offers, including breaking down previous

instability, and yet it is true that it opens up opportunity.

We are living in an era of change, and that does not fit in well with comfort and security but at the same time it gives way to new ideas and creativity. Whether we view it as a threat or as an opportunity is in our hands, and will shape our future course. If we consider it a threat we will centre on continuing the same as we are now but in a cheaper way, using our resources to maintain the 'status quo' until the storm has passed and hoping everything will go back to normal. If we consider it an opportunity, then we will centre our efforts on the activities which provide most value, relinquishing those that do not, we will centre on finding the gaps in the market and filling them, and we will aim to improve our competitive edge based on new ways of doing things.

Our plan for 2010 will have a double perspective, on the one hand we have a Management Plan which takes into account that the economic situation will be as complicated as 2009 if not more so, that

agreed, then we must all row in the same direction, we must believe in the plan, and put forth all our efforts to achieving it. Any energy lost, is advantage given to the competition. It is said that the way out of this crisis is through organizations that participate and get involved, that bring out the best in their employees, and this is an area where we have an enormous advantage over the rest. We can benefit from this.

Considering the previous comments, it may seem that nothing has been done. But this could not be farther from the truth. This year we have many examples of involvement in all businesses of Grupo ULMA, and the efforts made by the Group. Grupo ULMA has, once again, been an example which we can feel proud and privileged to work with. In this time of crisis, there are going to be winners and losers, and Grupo ULMA will be amongst the winners.

I would not like to finish without congratulating the creation of ULMA Embedded Solutions and of ULMA Safe Handling Equipment. These are examples, once more, that he who dares, wins! I wish you all the best.

ULMA Forklift Trucks

ULMA FORKLIFT TRUCKS, STRENGTHENS ITS PRESENCE IN THE CENTRAL AREA.

With the aim of strengthening its presence in significant areas, such as the centre, ULMA Forklift Trucks has started to work with new partners, becoming an expert in providing service to large fleets and rental formulas, as well as continuing with product innovation. The union between ULMA as specialist in the largest range of forklift trucks, Asal as specialist in large fleets and Centroman as specialist in rental formulas, is now giving results, obtaining operations of a large magnitude, thanks to the specialisation, experience, and solutions given to the individual needs of the clients. Said union is a clear effect of ULMA Forklift Trucks desire to increase its presence in this area, enlarge its list of clients, and enter into lesser known sectors offering a more proficient and close service, through very specialised partners. By this means, a new team has been created in the world of forklift trucks, a team that is powerful, agile and dynamic.



ULMA Construcción

ULMA Construcción renews the collaboration with the University of Cantabria in the European Master Degree in Construction Engineering

The fourth edition of this Degree begins this term. An official postgraduate course resulting from the cooperation between various European universities and companies such as ULMA Construcción. With this project, ULMA Construcción aims to contribute to the specialised formation of new generations, as it has with previous generations, as well as encouraging the interchange of students throughout Europe. This initiative encourages the cooperation between the academic world, and the labour market, between the university and the company. The degree course, which lasts a year is full-time and 'in classroom', being organised by various European universities from Spain, Denmark, Portugal, Italy, Germany and France, which have assisted in its development and operation. This programme was started in October 1991. The post degree is divided into three terms: the first two terms are theoretical and are developed in two different European countries. The third term is practical, and a pass is obtained by carrying out practices and a final project for the degree. This period that occurs after the theoretical terms may last as long as 5 months, and can be taken in any of the universities and/or companies participating in the Degree, at the free selection the student. All the collaborating universities will present a degree in English, such as the MSC European Construction, signed and sealed by the rector of the institution, as well as the University of Cantabria diploma (as it is one of their official post degrees) in Spanish, ratified by the Ministry of Education and Science. The student will then be able to continue on to a PhD, and the academic level achieved is the equivalent of a Superior Engineer or Architect.

Post graduate degree students visit works constructed by ULMA Construcción.



ULMA Packaging

ULMA assumes the presidency of PACK-NET (Spanish Technological Platform for Packing and Packaging)

The Technological Platform for Packing and Packaging, PACK-NET, continues to move ahead. The participants of this pioneer Spanish initiative met together for a General Meeting in Madrid to elect their Advisory Council, the Platform's governing body. Francisco J. Etxaniz of ULMA C y E, S. Coop, was unanimously elected as the President of the Association. Additionally, SAICA - Sociedad Anónima Industrias Celulosa Aragonesa, ANAIP, REPACAR and AFCO have assumed the platform's four vice-president roles. The Spanish Technological Platform for Packing and Packaging (Plataforma Tecnológica Española de Envase y Embalaje) held its first General Meeting in Madrid. The attendees included representatives from the main participating associations of the Packing and Packaging sector, recyclers and integrated management systems, as well as companies that joined with the objective of responding to the sector's R+D+i needs. Following the creation of the Hispack Trade Fair, (the main Packing and Packaging trade fair in Spain); this follows as one of the most important initiatives. It has brought together the main associations in order to transform in a completely practical way, the sector's current and future needs into specific projects and initiatives that will contribute to advancing and competitively positioning the sector. AFCO, ANAIP, ANFEVI, FAPROMA, ASPACK, FEDEMCO, REPACAR, ASPAPEL, PLASTICS EUROPE IBÉRICA, GRAPHISPACK ASSOCIATION, AMEC ENVASGRAF, SIGRE MEDICACIÓN Y MEDIO AMBIENTE, ULMA C y E, S. Coop, EMBALAJES SERRAENVÁS, CARPA, SAICA, GRUPO ARMANDO ALVAREZ, TECNICARTÓN, RAFAEL HINOJOA and SAICA NATUR attended this meeting. During the General Meeting, the election of the Advisory Council took place, as well as the approval of "The Platform's future trends and lines of research" document. Upon considering the current Packing and Packaging scenario, it was decided to create



the following work groups: Packaging and Consumers, Safety and Quality in the Process, Production Technologies, Packaging Distribution, and Waste Management and Sustainability. As part of this General Meeting, the Platform's Work Plan for 2009-2010 also took form, in which a strong commitment is made towards the consolidation and the development of cooperative agreements with other domestic and international networks. Finally, the Technological Institute for Packaging, Transport and Logistics (ITENE) was ratified as the Platform's Technical Secretariat. This association continues reaching stages, while remaining faithful to the principles of its establishment; to contribute to identifying the R+D+i needs in Packing and Packaging, dynamize the generating of knowledge through cooperation with representatives from technology, science and business related to the sector, mobilize and interchange knowledge and good practice towards industry, as well as encourage and articulate I+D consortia for the participation in National Plans and in the Marco de la Union Europea Programme.

ULMA Conveyor Components



NEW WEBPAGE FOR ULMA CONVEYOR COMPONENTS. ULMA Conveyor Components has a new webpage displaying a renewed image and new functions. The new website www.ulmaconveyor.com is due partly to the process of integration with the Grupo ULMA, and an immersion into the corporate image. The link to this webpage is already included into the home page of Grupo ULMA, and access to the contents is also accessible. On the other hand, the webpage presents many new features, such as Conveyor Belt Idler Frame Calculations Study and Roller Labyrinth Study. The web page is available in English and Spanish.

ULMA Handling Systems immersed in automatic palletization systems

Lilly, one of the ten leading pharmaceutical companies in the world signed an agreement with ULMA Handling Systems to put into operation a project which will act as a reference in this sector. It includes numerous new features which will be launched as innovations applicable generally to any industry which prepares orders with various references simultaneously, and those which use pallet-box. A multi-format and multi-reference palletizing system has been designed, which automatically palletizes products that arrive in a strict sequence from a buffer based in the automatic warehouse. Also, Lilly will also count on a Packaging machine with an innovative state of the art claw, to automate the Packaging which at this moment is done manually. This system will not only save on space occupied by the boxes, but will also ease the palletized transport.

SOLUTIONS FOR BELOW ZERO ENVIRONMENTS

In the XI edition of the CONXEMAR 2009 Fair, ULMA Handling Systems exhibited its latest automatic logistic systems, keyed towards producers, processors and distributors in the Food Industry. Without a doubt, having up and running an operating, stainless steel automatic logistics system, and an automatic palletization system, was a huge attraction to the visitors to the Exhibition Fair. The automatic logistics system has unique characteristics adapted to the food industry which allow a higher quality in processing, and are adaptable to the individual client's logistic structures. This system, not only assures the traceability and optimum quality of the products which links to a tighter security control, but also reduces the food processing times making room for any hold-ups to the final destination. All the elements in the system have been designed in stainless steel, and a hygienic design allowing all elements to be cleaned easily, therefore guaranteeing the best quality of stored goods. The strictest security rules and regulations have been followed, such as specific maintenance requirements FEM, and the HACCP food security directives. At the same time, the palletization system presented in collaboration with KUKA was clear evidence of the diverse operations offered by ULMA Handling Systems in Automatic Storage Systems and End of Line Systems.



ULMA Agrícola

ULMA Agrícola installs a windbreak to protect the largest Thermo-solar power plant in Europe

ULMA Agrícola is installing a windbreak to protect part of Europe's largest Thermo-solar power plant, which is being constructed in Lebrija, a municipal found in the extreme south of Seville province, bordering with Cadiz. ULMA Agrícola has been contracted by a Sacyr Vallehermoso (SyV) construction, to build a windbreak that will protect this combined cycle solar power plant (oil-steam). The panels used to heat the oil are parabolic 3mm thick glass. Due to these characteristics, the strong winds that blow sideways at the installations could cause serious damage. The windbreak installed by ULMA Agrícola is 6 metres high, and almost 1.5 km in length, with supports every 3 metres. It is covered in an anti-trip net or filet, which reduces by 50% the wind's strength. The thermo-solar power plant project will consist of three plants, and once these renewable energy plants are in operation, it will reduce atmosphere emissions by 145.000 tons of GEI per year, generation recycle management will eliminate any type of dumping, and there will be a reduction superior to 40% in the irrigation water previously



used on the land now occupied by the plant, therefore the water saving will be noticeable. This project not only generates electricity from a clean source, solar power, but also seals an agreement with the Cooperativas Las Marismas to develop energetic plantation and productivity.

ULMA Polymer Concrete

ULMA POLYMER CONCRETE COLLABORATES WITH THE CENTRE FOR IMPLEMENTATION OF SUSTAINABLE CRITERIA FOR BUILDING REHABILITATION - INGURUBIDE.

The Vizcaya Council and Bilbao Town hall have inaugurated the Centre for Implementation of Sustainable Criteria INGURUBIDE, with the collaboration of ULMA Hormigón Polímero as a supplier of solutions for sustainable rehabilitation materials. INGURUBIDE is a space open to the general public where those interested in improving or supplying their homes or premises following sustainable criteria will have information about the existing alternatives. It is addressed, among others, to the owners of houses and premises, professional associations, architectural studies, engineering or decoration and municipal teams. It is located in 360 square metre premises, in the area of Ibarrekolanda, Bilbao. The centre will be rehabilitated by the collaborating companies, who will apply their solutions in sustainable construction materials, so that the visitors have on hand the distinct alternatives available. ULMA Polymer Concrete, will be responsible for applying its system of ventilated façades on the building, and will also exhibit its various lines of precast building and drainage manufactured in Polymer Concrete.



> News and current events

ULMA AGRÍCOLA ATTENDS VARIOUS INTERNATIONAL FAIRS IN THE FINAL QUARTER OF THE YEAR.

As is becoming normal for ULMA Agrícola, it once again exhibited at one of the most relevant international fairs of this sector. From the 13 to 16 October, ULMA Agrícola was present with a company image stand at the tenth edition of HORTI FAIR, held at Amsterdam RAI, Holland, which is probably the most important fair worldwide, in this sector. It is an exclusively professional exhibition, a must for all in this industry. On the other hand, with a view to increasing its presence in the market, ULMA Agrícola also attends exhibitions considered to be of strategic value. It plans to attend three more specialised fairs before the end of this year, Expo Agroalimentaria in Irapuato Mexico on 11-14 November, Growtech Eurasia Fnt, Antalya on 3- 6 December, and Sifel of Morocco, Agadir on 10-13 December.

ULMA Agrícola



ULMA Forklift Trucks

ULMA Forklift Trucks is going from strength to strength with Key Accounts

Thanks to our innovations, flexibility in service and capability to adapt, we have managed to secure Key Accounts with large operative capacity such as SEUR, SAICA and SOS Cuetara, who have allotted us the supply and handling of their park, reaching around 200 forklift trucks on a long-term rental contract. The models of forklift trucks allocated to each company varies as each client has differing needs, so amongst the forklift trucks there are some run by diesel or electric, and some with characterized interiors. In the case of SEUR, after having carefully studied the installations and activity, and keeping in mind that SEUR has an extremely active large automatic Packaging warehouse, they were supplied with resistant forklift trucks for their premises in Madrid, Getafe, such as front loaders of 1600kg and driver-ridden pallet trucks, equipped with fixed sides and an impact detector system, to ensure the security of the workers, an aspect which is viewed as very important by SEUR. In this way, by bettering the service, and not forgetting the quality of the product, we are going from strength to strength in the Key Accounts market, where, up until now we did not have a large share.



ULMA Conveyor Components

Official certification for ULMA Conveyor Components

In 2009 ULMA Conveyor Components started the process of official certification in the most important copper mines in the world: Codelco Chuquicamata (Chile), Minera El Abra (Chile) y PT Newmont (Indonesia). Following the process of internationalisation,

with which ULMA Conveyor Components aim to capture 50% of its sales from the export market between 2010-2013, ULMA Conveyor Components has signed up with all 3 mines to carry out protocol testing and official certification. After successfully passing the

technical phase of the official certification of the roller design, the official certification of life-span or performance is now being studied. The rollers are installed in different sectors of the most important conveyors, and after 6 months usage, the test is concluded, and is

found to be satisfactory if the rollers are still functioning. The official certification phases are to be found in various areas. In the mine belonging to the American multinational company Newmont, on the island of West Nusa Tenggara (Indonesia) the test finishes in December 2009. If the test is passed successfully, then a supply contract will be signed in January 2010 for all the rollers and pulleys for 2 years. In the case of the mines in Chile, the official certification phase will allow us to participate in the annual supply contracts.



Photo PT Newmont. Installation of the UCC rollers on the 6km conveyor that connects the mine to the treatment plant.



Photo of the Codelco Chuquicamata mine. The largest copper mine in the world. At the moment, the mine is over 1000 metres deep.

ULMA Piping

VISIT OF THE TURKISH DISTRIBUTOR TO ULMA PIPING. At the end of last October, ULMA Piping received a visit from the company SAYTEK, exclusive distributor of their products in Turkey. SAYTEK is a young company, experimenting a rapid growth in the last few years, protected by the support of ULMA Piping. It is worth mentioning that, in contrast to the rest of the markets, Turkey has increased its sales 50% with respect to last year, which goes to prove that the selection by ULMA Piping to use this company as a platform for sales in Turkey and neighbouring areas, was the correct decision. This was precisely one of the main subjects discussed, as the possibility of using this same company as a platform to enter into the Iraqi market is being analysed. Iraq has always been a serious market to keep in mind, but due to the difficult social-political situation, it has never seemed possible to establish a commercial relationship. It would be an important milestone in the history of ULMA Piping, not only due to Iraq's principal role in petroleum world, being the fourth country with its own reserves., but also making ULMA Piping the first non-Iraqi manufacturer to be commercially established in the country.



ULMA Agrícola has developed a communications centre called MASTER

Due to market demand, over the last few years ULMA Agrícola has been working on the development of products that will achieve the complete automation of all the interacting elements needed to climatically control an agricultural production plant. Up to now, ULMA Agrícola has developed, entirely in its R+D+i department, an automated device (MicroClimatic System), to control all the elements or components of the greenhouse, air heating, thermal screen etc, as well as Ventilation devices (both lateral and ridge), a fully equipped weather station able to record exterior data, and a GSM (Global System for Mobile Communications) system, known as CERES, an element of remote vigilance, control and supervision, by which the client can know the state of the installations and interact with them at any one time and from anywhere. ULMA Agrícola now increases its range of automated devices with a communication centre, MASTER. This is a module which manages the communication between all of the equipment in the MicroClimatic System. Once this device is applied, it will be possible to communicate between up to 8 climatic areas with just one weather station, as well as communicating with CERES about climatic control of various different areas of the greenhouses from a mobile phone. MASTER, the communication centre, provides various advantages in the management of an installation, as all the MicroClimatic System devices receive information from just one weather station. This not only saves on the expense of needing



one weather station per automatic device, but also simplifies the joint work involved in all areas. On the other hand, if the installation has the CERES module, then the climatic management can be carried out via SMS text, to all the climatic areas of the greenhouse. Little by little, ULMA Agrícola is completing its range of climatic controllers, adapting to the general needs of the market, and the peculiarities of each client, or installation, reaching the highest levels of achievement.

ULMA PIPING OBTAINS THE KEYSTONE PIPELINE PROJECT. The business unit "EPC Project" has obtained the extension of the Keystone Pipeline Project in United States. Keystone Pipeline is the oil pipeline system connecting Alberta State, Canada, with Houston, extending more than 3000 kilometres through Canada and the United States. This oil pipeline is being constructed by the American engineering company BECHTEL and will be operated by TRANSCANADA, one of the major Pipeline operators worldwide. To be able to participate in this project, ULMA Piping had to pass an arduous, complex and strict official certification process set by TRANSCANADA, one of the most exacting Pipeline operators in the market. This resulted in a large qualitative step being made by ULMA Piping, due to the characteristics of the materials used in the said project, as well as the management requirements. It has also given clear evidence of the capacity, competitiveness and efficiency of the new investments, as without them it would not have been possible to participate in this Project. Three Pump Stations corresponding to the area of Cushing have been awarded, which opens the door to tender for the other 38 Pump Stations forecast for awarding during the first quarter of 2010. With this 'letter of introduction' we are currently working on partaking in similar projects, where the dimensions and technical aspects of the products, as well as the management capacity and completion are of the highest requirements, and where ULMA Piping is proving to be a supplier to be taken into account on a global-level.



Photo Keystone Pipeline System through Canada and USA.

ULMA Forklift Trucks

ULMA Forklift Trucks offers new solutions

As in most sectors, these are not easy times for the sector of Forklift Trucks, and even less so for small and medium-sized companies who show more vulnerability during this variable economy. Therefore, taking into account the uncertain situation and the financial difficulties businesses are suffering, and with the aim of helping to find a solution to these problems as far as possible, we have launched innovative products into the market, products to adapt to the real needs of the market such as FLESSIRENT and PARTRENT, for the rental market. FLESSIRENT: Adapt the number of forklift trucks to the long term handling needs of the client, collecting or delivering trucks depending on the volume of work at any given time. The most flexible formula to maintain profitability at all times is PARTRENT: a share rental. This involves a standing, fixed charge with a share in profits and loss. Interest is not in billing for improper use of the forklift truck, but rather in rewarding the care taken of the truck by the client. Added to these, are financial products such as RENTING AT 48 MONTHS and LEASING 25 for the sales market, with the aim of encouraging the potential clients to purchase. We will continue to work along the lines of anticipating the future needs that may be required by the market, offering innovative and flexible services even during these uncertain times, an aspect which makes us stand out in the ultra-conservative sector.

SERVICIO A GRANDES FLOTAS
MENÚ DEL DÍA
ESPECIALIDADES DE LA CASA
 La Gama de Carretillas Eléctricas en todos los Especificativos
 Nuevas Fórmulas de Alquiler: PARTRENT, FLESSIRENT

AHORA, SU MANUTENCIÓN A LA CARTA

No todos los días necesitamos comer los mismos platos. No todos los días su manutención precisa las mismas modalidades de contratación.
 Por eso hemos diseñado nuevas soluciones de contratación que se ajusten a sus necesidades de empresa en cada momento.
Las nuevas soluciones ULMARENT:
FLESSIRENT: Lo adecuamos el nº de carretillas elevadoras a sus necesidades de manutención a largo plazo, recogiendo las o entregándolas dependiendo del volumen de trabajo que tenga en cada momento. La fórmula más flexible para que mantenga su rentabilidad en todo momento.
PARTRENT: Alquiler con participación. Una cuota fija con participación en beneficios / pérdidas. Nuestro interés no es facturarle por los malos usos, por lo tanto le bonificamos por cuidar nuestras carretillas elevadoras.
 En ULMA trabajamos para darle las soluciones de contratación más novedosas y rentables, por eso flotas como SEUR o SAICA han empezado a beneficiarse de nuestra vocación de innovación.
 Consultémoslo. Seguro que tenemos una solución a su gusto.

UNA EMPRESA QUE BUSCA SOLUCIONES. UNA SOLUCIÓN PARA CADA EMPRESA.
ULMA 902 228 899 **MITSUBISHI**
 Carretillas Elevadoras atencióncliente@manutencionulma.es www.ulma-arrolas.com Carretillas Elevadoras

ULMA Group

Grupo ULMA is finalist for the awards FLSP for Best Business Practices

Grupo ULMA has been selected as finalist amongst the more than 80 companies present as candidates for the Best Business Practices Awards FLSP. ULMA presented its project of best business practices in the category Corporate Social Responsibility. The Group's project put forward its visibility in its immediate environment as a uniting

strongpoint. This year the FLSP awards directed towards best business practices in the social-work area, have been more competitive than ever before, as all the organizations and companies in the Basque country had the opportunity to participate and receive public recognition for the efforts made regarding good social-business practices. This award served as

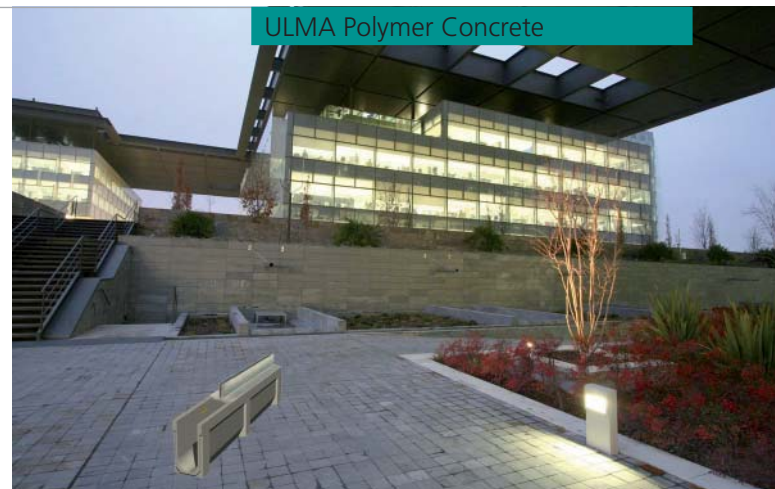


recognition for Grupo ULMA as an organization committed to its natural environment, its members and its workers.

These workers have proved to be a key element to receiving this award.

ULMA Polymer Concrete in Telefonica Communications City

ULMA Polymer Concrete is present in Telefonica Communications City, Madrid, with the line Prefabricated Drainage System. The figures involved in this project are incredible: 400,000 square meters, 6,000 parking spaces, and space for 14,000 employees (this is approximately 30% of all Telefonica employees in Spain), a total of 15 buildings, and a cost estimate of 500 million Euros. The ULMA Polymer Concrete channels adds to these figures by supplying over a period of 6 months, 5,000 linear metres of DOMO channels with galvanised steel gratings. This Grating model is in the shape of an inverted 'T', totally discreet as it is a system that integrates into the surface (whether this is concrete, paving stones, or slabs) and blends totally into the environment. It is an integral system, adaptable to different channel models and available in stainless steel or galvanised steel. Its load class is up to C-250, ideal for urban areas. The drainage line is easily maintained due to the ease of registering the sump units. The Technical Solution offered a channel system that was checkable at any point and this was a definite advantage over the competitors. A rectangular frame has



been placed every 30 metres along the drainage line, where the interior part can be easily removed, allowing access to the channel for cleaning and maintenance. The rectangular frame is covered in the same material as its surrounds (concrete, paving stones, slabs etc), achieving a clean, aesthetic and discreet finish. The 'C' District as it is also known as is situated in PAU de Las Tablas (Madrid), next to the M-40 main road. This project of head-quarters / campus has a strong architectural identity, with conceptual flexibility and homogenous architecture and high financial value.

Project Details: Architect: Rafael de la-Hoz; Developer: Telefónica de España; Construction: UTE Dragados – FCC; ULMA Channel Model: Domo + Galvanised steel slotted grating.



ULMA Group

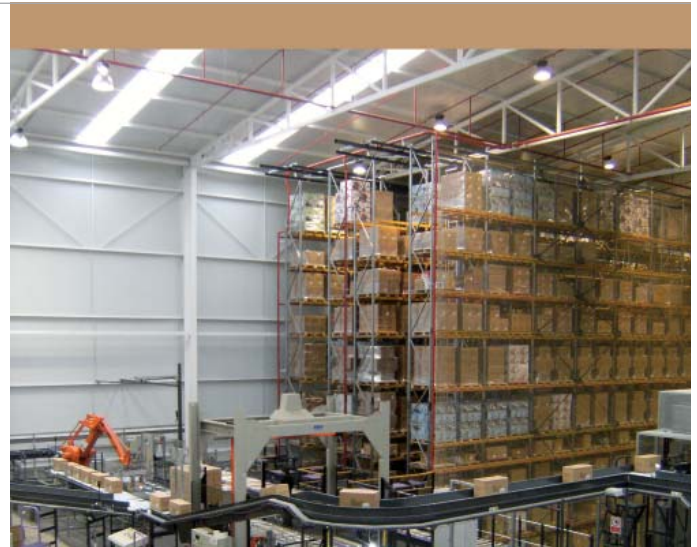
OVER 40000 VISITS TO PORTALDE BY THE END OF THE YEAR. By the end of this year Portalde, the name of the intranet of Grupo ULMA, will have received over 40,000 visits since its start in April 2007. Did you know that 'Portalde' has received a good practice 2009 recognition by means of being awarded the second prize for the best Employee Portal in Spain? This has generated interest among many other companies such as Maier, Seguros Lagun Aro, Fagor Ederlan, Lagun Aro Previsión Social, etc. Our own corporation MONDRAGÓN is also planning to validate the project PORTALDE as 'best practice' in the next quarter, with the goal of having access to PORTALDE available universally for members and workers of Grupo ULMA from any internet connection point in 2010.

ULMA Conveyor Components

ULMA CONVEYOR COMPONENTS IN THE EXHIBITION FAIR INDOMINE 2009 INDONESIA. ULMA Conveyor Components presented in the fair Indomine 2009, celebrated in Jakarta (Indonesia) 14 - 17 October, its range of rollers and pulleys for the mining sector. Indonesia, principal coal exporter globally, is an important market for ULMA Conveyor Components due to its purchasing potential in the parts market as well as its multiple projects for new mines and extensions that are taking place. ULMA has been present in this country for over a decade, and in the exhibition fair they exhibited together with the local PT Linda Jaya Mandiri.



ULMA Handling Systems



Automation, part of Import Arrasate and TKV' business model

The new operator DBG Logística (property of Import Arrasate and TKV) is using automation from the very start of its activities, and is doing so hand in hand with ULMA Handling Systems, who has played an important role in all business consultations and system engineering. DBG Logística was formed to provide service to two important clients: Import Arrasate, a company dedicated to design, manufacture and commercialisation of sportswear for Astore, Ternua and Doire; and Alfa Hogar, the company that commercialises top of the range sewing machines and household goods. The need to be more competitive in the price war, and improve on quality and efficiency of service to the client, were the main reasons given a year ago to DBG Logística to develop a logistical automation project. Before the automatic system was started, the logistical management was mainly manual, both in the orders preparation system as well as the palletization process. The current system allows the product to be tracked from when it arrives from the supplier until it leaves to the client, with a total stock control for different references

and reference lots. It also represents an enormous improvement on the work conditions, with a minimal amount of errors and a very noticeable increase in production, elements that lay a foundation for continued growth. From the functional point of view, the installations count on a logistics system of boxes 'fine stocker', positioned in two aisles 18 metres high, as well as an order preparation system and replacement in positions by picking using the Pick to Light System, and automatic reference replacements using transelevators for the client Import Arrasate. It also has an automatic palletizing system and pallet storage with a robot palletizer which consists of two aisles of 18m high Compact System. The client Import Arrasate functions with palletizing and pallet storage for complete boxes of seasonal orders for clients, whereas Alfa Hogar uses the palletizing and pallet storage for small appliances. The system also has a very complete report unit, which gives precise, accurate information regarding warehouse stock and management, easing decision making.

ULMA Construcción partakes in the conference about Design and Concept of road bridges: Aesthetic, efficiency and innovation



Luis Villamonte, Technical Advisor of Civil Works and Infrastructures of ULMA Construcción, took part in the Congress with an exhibition entitled 'Supports and Joints'.

Last May, the Technical Association for Roads organized this event to develop new ideas in the design and concept of bridges, as well as to analyse the latest trends in this area. The purpose was to encourage the interchange of information, knowledge and discussions on the classical engineering material, 'bridges'. Spain is considered a leader as far as volume and quality are concerned, and therefore it is most important to continue improving in knowledge and experience. The congress was divided into three sessions, in which technicians and professionals from both the public and private sectors took part: "Structures in the plan and transversal to the plan", "Innovations in bridges" and "Aspects regulations and functions". In this last session Luis Villamonte developed his speech "Supports and Joints". In the first part he explained how the shoring and

props used in support, are mechanisms used in structures to permit movement and turns as necessary, and therefore improving structural operation. He also pointed out that all the areas stated in UNE-EN 1337 are in carried out. The second part of the exposition went deeper into the durability and functions of the road joints, or expansion joints of the road bridges, mechanisms which can improve not just the length of life for the bridge but also for the users! Due to the rapid deterioration that often takes place, Villamonte proposes to manufacture and install these types of joints, as they have a life-expectancy similar to that of the bridge. Although no regulations exist regarding these types of joints, there is an ETAG (European Technical Approval Guide) being prepared at the moment and this will add to the knowledge of this field.



ULMA Polymer Concrete

NEW SPORTS CENTRE IN SAN SEBASTIÁN. The new sports complex in the area of Aiete in San Sebastian recently opened its doors to the public, after more than a year of remodelling work. ULMA has cooperated with the project using the Polymer Concrete Ventilated Façade system. The project was drawn up by LKS Engineering, who first thought about using a stone-based material for the ventilated façade, but the lightness of the panels, along with the versatility in colour sent the decision in the way of Polymer Concrete. According to Arantxa Jauregi of LKS Ingeniería, polymer concrete responded to the idea they had for the building, fitted in with the modules that were already decided on, and answered the needs of durability and resistance that a public building, such as the Sports Centre in Etxadi, required. The new installations are more attractive and have more utilities. The Etxadi Sports Centre had three open air swimming pools, and now it has two covered pools and two open air summer pools. It also has 9 courts for 'paddle', 6 of these are covered courts, 2 gymnasiums and other equipped sections such as a children's play area, a sports track and a coffee shop with direct access to the street.



ULMA Piping

ULMA Piping officially certified by Repsol

ULMA Piping has received the approval of REPSOL, renewing the regulatory approval and extending it to a greater number of products. Until now the regulatory approval was limited to carbon steel materials, but this has been extended to other types of materials such as high elastic limit steel, and stainless steel, showing the internal ambitions of the company to fulfil the needs of the market. This is an important milestone for ULMA, because we are talking about a company such as REPSOL, with a strong international presence. This official certification gives added

weight to the already consolidated presence of ULMA Piping in the hydrocarbon world. Apart from the already mentioned, it should also be pointed out that this show of trust by REPSOL in the efficiency and investment policy of ULMA in the last few years, results in a large step towards the consolidation of the business 'upstream', that is to say, everything connected to the exploration and extraction of petroleum and gas. REPSOL especially stands out in this field, and just one detail can show how. Out of 5 major discoveries of hydrocarbon in the world in 2008, Repsol partook in 3 of them: Guar in Brazil, Huacaya in Bolivia and Kinteroni in Per. During the last few years significant advancement has been made in key areas such as, United States, Brazil, Peru, and North Africa, Trinidad and Tobago. Another of REPSOL's great strengths is 'downstream', mainly refining, where it has maintained a high level of acknowledgement and international prestige. ULMA, whose presence is mainly in this field, will see its position strengthened by the prestige of the official approval. Regarding the market in Spain, it is especially significant to mention the project started in 2008, to enlarge Repsol's industrial complex in Cartagena, as when this project is finished in 2011 it will be one of the most modern complexes worldwide. This project in Cartagena has an estimated cost of 3,200 million euros; the largest industrial investment ever realized in Spain and will convert the region into a generator of wealth and employment. ULMA is already supplying flanges and accessories to this plant, but by having obtained the official certification, there is no doubt that the presence of ULMA will be greatly increased.



> News and current events



ULMA Packaging

ULMA ON MONT BLANC. On 29 September, during a journey to the Alps, four work companions from ULMA stood on Mont Blanc at 9am. Taking advantage of the local holiday in Oñati, (Saint Michael's day), the companions from Packaging and Precinox climbed up the highest peak in the Alps, as can be seen in the photo, carrying the ULMA logo to a height of 4810 metres. From left to right, as in the photograph: Unai Urbina – Packaging, Antxon Salvador – Precinox, Jorge Perez – Packaging, Aritz Blain – Precinox.

Congratulations and keep moving forward!

Technical Congress to promote sustainable criteria for building rehabilitation



ULMA Polymer Concrete

The objective that ULMA Polymer Concrete has placed together with the organization of the various Technical Congresses 2009-2010 which will be celebrated in colleges for Architects, Quantity Surveyors and Building Surveyors in Catalonia and Valencia regions is to promote sustainable criteria for rehabilitation in residential and non-residential buildings existing in the Mediterranean area. ULMA Hormigón Polímero, using the range 'Solutions to Rehabilitate Buildings', has recently presented the characteristics and applications of polymer concrete at the first Technical Congress in the 'Colegio de Arquitectos Técnicos y Aparejadores de Tarragona' (Tarragona College of Surveyors). At these presentations,

ULMA offers information regarding the advantages found by using polymer concrete construction solutions in building rehabilitation. The properties found in these materials are not only ideal for nautical environments, but they also provide a greater durability and lengthen the service life and sustainability of buildings. Also, prefabricated materials in polymer concrete are easy to use, handle and place in situ. The current situation of the housing market in Spain means that sustainable criteria rehabilitation is necessary for now and the near future. ULMA Polymer Concrete, understanding the importance of this situation, aims to be at the forefront by continually innovating solutions especially for rehabilitation.

DID YOU KNOW THAT...

ULMA Piping has received added approval by ENAGAS as they have extended the official regulatory certificate to a greater number of products. Up until now, the regulatory certificate was restricted to materials in carbon steel, but this has now been extended to other types of materials, showing the internal ambitions of the company to fulfil the needs of the market.

ULMA Construcción



Self-Climbing System by ULMA Construcción in the Torres Fira de Barcelona

A few months away from the official inauguration of the Fira Towers in Barcelona, and this product has proved its worth in the execution of these tower blocks as well as the Torre SyV in Madrid, One Bryant Park in New York etc... These buildings, being more than 120m high and having 28 floors, needed a system that was able to fulfil all high work execution quickly, securely and with quality. So, ULMA Construcción used its Self-Climbing System from the beginning of the construction, from the underground floors, up until the top floors. The self-climbing system basically consists of a conventional climbing system to which mechanical and hydraulic solutions have been added to achieve the elevation of the entire unit with no need for a crane. The peculiar profiles of both buildings have required individual central concrete cores. The central core of the Hotel tower, in a cylindrical shape, with a diameter of 13m and a wall thickness of 40cm, was formed by way of an interior platform and exterior consoles, both self-climbing. Whereas, the rectangular geometry of the office building, with a wall thickness of 45cm, required three interior platforms and exterior consoles, all self-climbing. That way, the execution of concrete cores is possible without the need for a crane and in adverse weather conditions. The productivity or profitability of the system is therefore guaranteed; as the rhythm of completion, in this case, was an entire floor of 700m²-1300m² every 6 or 7 days. The self-climbing technique is based on a hydraulic system which allows the equipment to be lifted automatically and simultaneously through the successive movement of the formwork and the poles. This system, used along with the ENKOFORM V-100 formwork for walls, allows the execution of vertical walls with an average height of 3.84m between slabs in the hotel, and 4.14m in the office building. Safety is guaranteed throughout the climbing process. The work platforms are large and protected against external agents; it is also important to remember the continuous control of the product installation manager in each movement sequence. In order to further optimise the execution process for both buildings, the self-climbing system also elevates auxiliary elements such as the concrete distributor, which is in charge of pouring the concrete for all the concrete structural elements (walls, slabs, pillars...). The concrete is therefore pumped from the ground floor to the floor being worked on, and then poured using the concrete distributor. This system has and does demonstrate its capacity to adapt to complex geometric walls and multiple heights.





José Mª, at this moment MONDRAGON is facing strategic decisions that will determine its 10 year forecast... How do you visualise the company during this time period? We have to respond to the great challenge defined by the Congress, to generate sustainable employment, preferably cooperative, adapted to the development of our environment. For this, the Industrial Counsel and the General Counsel state that to continue as a competitive, profitable and enterprising Corporate Group our business structures need to be transformed, with present activities evolving towards greater benefits and developing new activities in sectors of the future. We need to make use of the inter-cooperation, knowledge, innovation, promotion and opportunities of globalization... And, as opposed to others, we can contribute to the development of our cooperative identity through our own Management Model, this gives a competitive advantage.

In this stormy process, the driving force behind the transformation of our cooperatives should be the people and 'knowledge'. Will the development project of 'Area of Knowledge' which the Corporation has put into action have much say in this in the near future? In the cooperative system the person is the nuclear element. In the Cooperative Management Model, which synthesizes all our experiences, the point of departure is 'Basic Cooperative Principles', which provide the people in the cooperation with procedural guidelines. These are the people who build a Joint Project and embrace Participative

**“To continue as a competitive Group,
we need to transform our business structure”**

José M^a Aldecoa

Chairman of the
Mondragon Corporation

José M^a Aldecoa was born in Zaldibar (Vizcaya) on the 16th June 1947. He is a Technical Engineer and has been Chairman of the Board of Mondragón since the 1st of July 2007. José M^a tells us his current impressions of the Corporation.

Organisation in order to implement it and become an Excellent Company with good Socio-entrepreneurial Results. During the last 15 years we have had success because we have done this better than our competitors. We have had elevated growth rates due to being dynamic and flexible, based principally on the international development of historic activities. It is evident that investment in the product, processes and management has always been involved. But future growth is not possible depending on the development of a current business portfolio. Globalization, the economic crisis and the incorporation of third world countries is going to change the world scene. On the other hand, the young people who have joined and will join our cooperatives are much better prepared than young people were 30 years ago, and legitimately they aspire to a job that satisfies their expectations. We have to combine those abilities with the contributions to generate a greater added value to our actual and future business. And we should help and motivate them with the cooperative system, because these young people are the foundation and main figures of the future.

It seems more complicated during this time of economic crisis to retain a spirit of vitality and freshness of ideas... However MONDRAGON is betting heavily on the promotion of new business that incorporate high added value such as MONDRAGON Energy

and MONDRAGON Health. What is expected from the said activities?

The Energy and Health sectors are two areas of great future development and where our cooperatives and businesses are hardly present. For that reason it was decided to orient the Promotion Centre to these sectors and take advantage of the business opportunity they offer. To develop a business of the future and profitable it is necessary to have competence and knowledge in technology, product, process and market. So a Promotion Centre could not stand alone, but rather it would be combined with Knowledge and Innovation (University, Technology Centres) and contribute to the combined actions of the cooperatives. Therefore we have developed the Promotion, Innovation and Knowledge System coordinating all the elements of value.



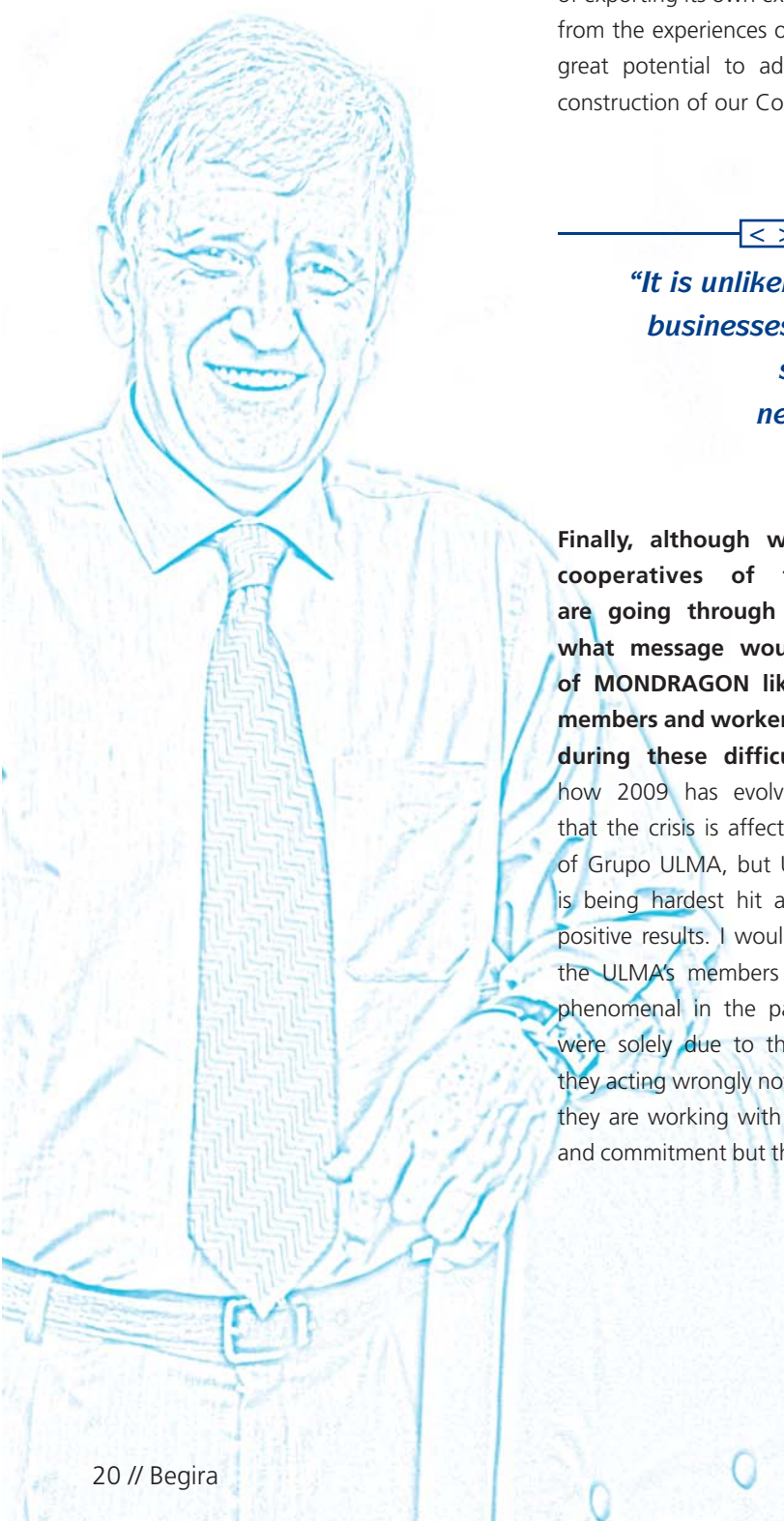
“We have oriented the Promotion Centre to two areas: Energy and Health”

By merging together all the points previously mentioned, do you think it will be enough to face the great challenge of ‘employee’ by MONDRAGON corporation? Yes I think so, if we take into account the following points. Various areas have to

be developed. In our Current Business Portfolio we have to develop their full potential so that they can continue to grow and adapt to a globalised market, this includes restructuring and redirecting those who have lost direction and do not have a competitive position. We also need to develop New Business Opportunities centred mainly on two fronts, one is the cooperative sector and its divisions which promote new businesses largely due to its knowledge and competence, and the other is new sectors (Health, Energy) from the Promotion Centre.

Bringing us nearer to home, what does José M^a Aldecoa think should be the role played by ULMA within the Corporation?

ULMA is a regional Group which, to my point of view, has fulfilled its duties very well up to now. It has developed and diversified so as to not depend solely on building construction, by making a significant effort to promote new businesses. Of course, it is recognizable that despite these new businesses, ULMA Construcción still plays a very important part in the Group. Proving the unlikelihood of a ‘veteran’ business be superseded or substituted by a new business right away. On the other hand, during the last 15 years the strength of ULMA Construcción has supported new businesses and this has been an advantage to Grupo ULMA. Being outside of the Corporation for a time has strengthened the feeling of the members ‘belonging’ not just to a cooperative but



also to Grupo ULMA. This 'Group' image has resulted in great internal coherency and cohesion, however it has the inconvenience of not feeling so identified with the rest of the Cooperative Group, as the attitude exists that all needs are already covered. So I feel that ULMA has to face the challenge of exporting its own experiences, and learn from the experiences of others. ULMA has great potential to add to the proactive construction of our Cooperative Group.



“It is unlikely for ‘veteran’ businesses to be rapidly superseded by new businesses”

Finally, although we imagine other cooperatives of the corporation are going through the same thing, what message would the Chairman of MONDRAGON like to give to the members and workers of Grupo ULMA, during these difficult times? Seeing how 2009 has evolved, gives evidence that the crisis is affecting all the activities of Grupo ULMA, but ULMA Construcción is being hardest hit after many years of positive results. I would not like to say to the ULMA's members that were they so phenomenal in the past that the results were solely due to their efforts, nor are they acting wrongly now. Now, if anything, they are working with extreme dedication and commitment but the short-term results

do not always depend on ones actions. So what is important? In the first place, we cannot wait until the storm is over, because the previous conditions will not return. Secondly, the way we come out of this crisis does depend on how we work now. So we need to take the crisis in hand, and see it with responsibility but also with serenity. It is not just affecting ULMA, but also the competitors, and that turns it into an opportunity as long as ULMA does things better than others. On the other hand, as well as working on internal efficiency and making the necessary adjustments, we should not jeopardize our future but rather build it up on two fundamental pillars: internationalization and innovation. Internationalization, because there will be exterior countries that reactivate before Spain, and innovations that will suit our current businesses and promote the creation of new businesses in the future. And so, to finish I would like to say to ULMA's members; responsibility, serenity and commitment. No-one has the opportunity as we; the cooperators do, to come out from this crisis strengthened. It is not a matter of looking for a guilty party, but rather a time of personal awareness, to be proactive and that each one in ULMA, from the work place asks, what can I offer?



“ULMA must continue to commit to internationalization and innovation”

portraits and stories of our people

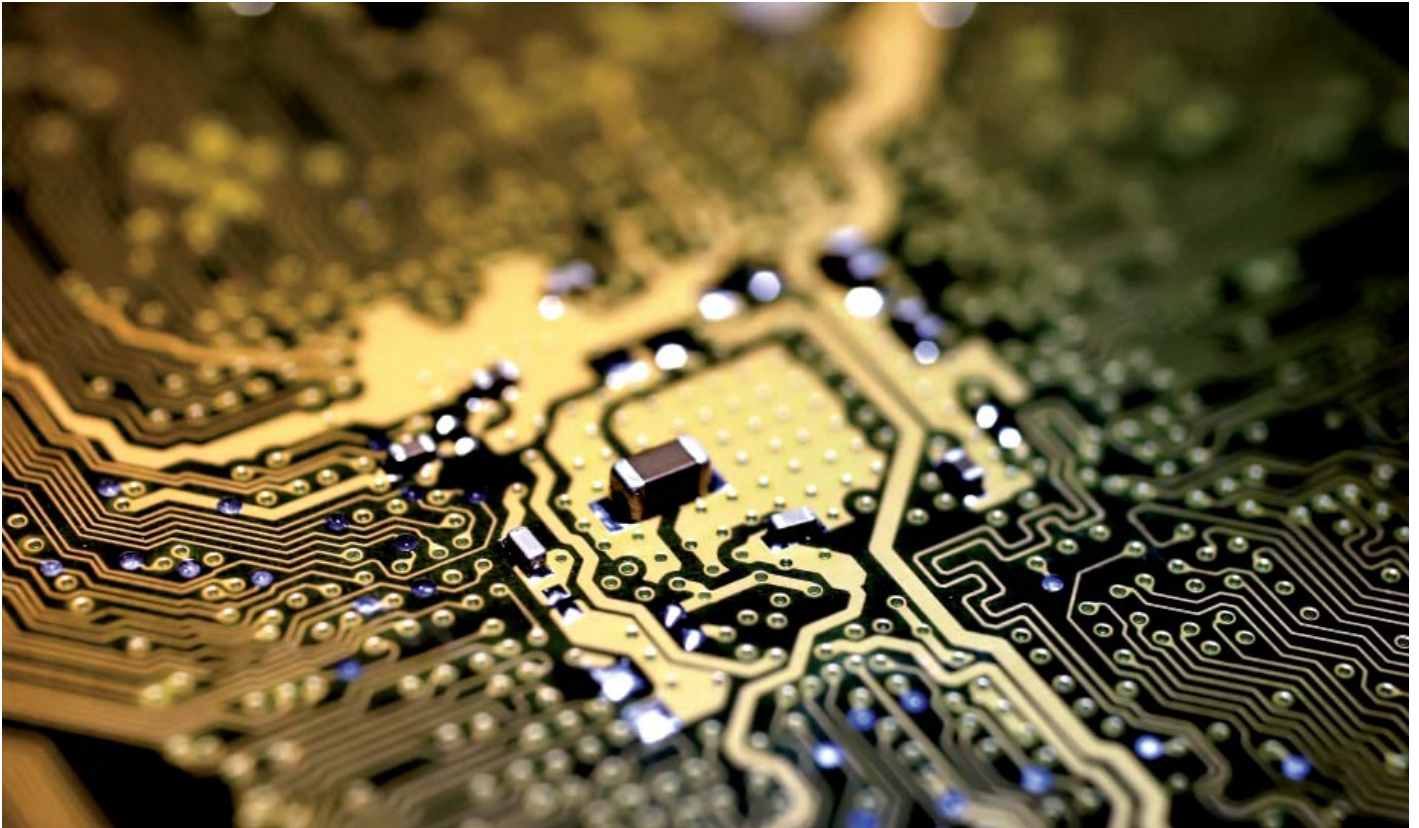
“A good atmosphere is one of the keys to success in a team”



Asier Iturriagaetxebarria works in ULMA Handling Systems and is in love with 'sokatira' (tug of war). Asier tells us his experience with this tough sport.

“I have been practicing tug of war for five years. I started simply because I wanted to do some extra sports activity as I had been practicing a bit of everything but nothing really seriously. Some friends who already played Tug of War asked me to go along one day to try, so I did. It seemed a very hard event, but the truth is that I enjoyed it a lot. Since that day five years have gone by and every year I prepare with the team and we compete. Our team is called 'Abadiño', the same name as the town where the team started. There are two variations of tug of war: on mats and on grass, we pull on mats. We normally compete in the Euskadi mat championship 4x4 and 8x8, and in distinct weight classes. We have won the last seven consecutive years in the Euskadi 8x8 championship in four distinct weight classes (560kg, 600kg, 640kg y 680kg). Every two years the Tug of War World Championships takes place, and in 2008 we won the gold medal in 600kg 8x8 and the bronze medal in 560kg 8x8. In February 2010, we are once again going to the World Championship event in Italy (Cencenati) with quite a few options and high spirits, to repeat the success obtained in 2008. At least once every year we compete abroad, for a change of scenery and also because the competition level is higher and this motivates us to compete against teams from all over the world. I am sure that one of the keys to success of the team is the good 'feeling' that exists between us. There are about 20-25 people in our team and we all get on very well together, and support each other. Tug of war is a hard, tough sport. Apart from training with the rope against a pulley, we also have to keep fit and lose weight to enter into the weight class required. This obliges us to exercise, do jogging, and be careful what we eat. The season starts now in November, and finishes in March, so it is a bad time of year to look after yourself, with the Christmas season in the middle.”.

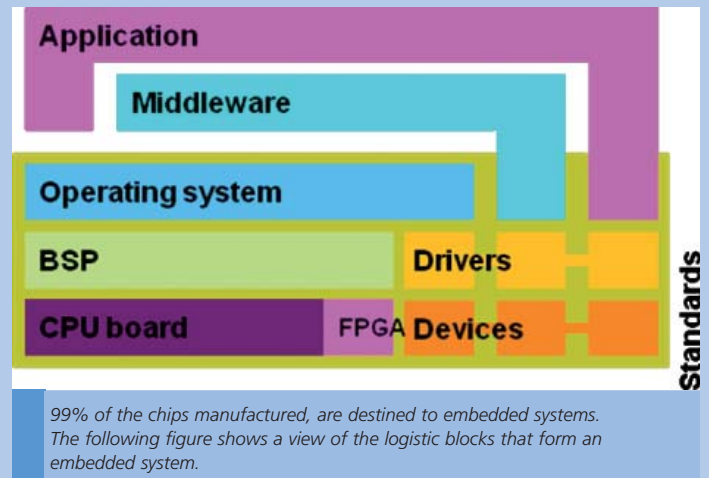
ULMA Embedded Solutions emerges



Last October ULMA Embedded Solutions (UES) was constituted as a cooperative. It emerged due to promotion by Grupo ULMA, and is committed to becoming an engineering point of reference in the embedded systems sector. An embedded system is a custom hardware and software solution. It could also be described as a computer that does not seem like a computer. The embedded systems are part of many products today viewed as essential. If embedded systems did not exist the results would be no computers (of any sort), no means of transport as we know it today, no mobile telephones, no telecommunication systems, no internet, no satellite, and few electrical appliances, etc. The objective of UES is to adapt to the clients, respecting the response times demanded by the industry. In the near future, the aim is to form a stable work team, qualified and motivated, consisting of about 30 people who work with clients from multiple sectors: Clinical Engineering, Industrial Automation, Energy etc. During this first phase, the direction towards services which includes the Information Technology Consulting, has been well received amongst potential clients, valuing the noncompetition that UES offers, along with its range of services, especially post-production maintenance. It is clear to see that the promotion team has renowned professional training and experience, and it is concentrating its efforts on the day-to-day management that all business requires.

What does UES offer?

Embedded systems represent the key to innovation for many products today from differing sectors. Presently, the road that offers the best perspectives to take a forward qualitative jump in innovation is via the incorporation of electronics. In a totally globalised market, the products that stand out from the rest very often incorporate embedded systems. As far as ULMA Embedded Solutions is concerned, it is going to offer services in phases of design, development and maintenance of products that include embedded systems. Production of the systems is not included in these plans, so we count on technological partners for that area. The promotion group of UES has experience in the development of products from various sectors, and this will be used to cross over specific sector barriers, and thereby integrate ideal technology according to the problems needed to be solved.



OSKAR BERRETEAGA

Director ULMA Embedded Solutions

“All who have embarked on this new initiative are very excited about the expectations placed on us, and the truth is we feel supported and protected at all times. Taking advantage of this opportunity ‘Begira’ is offering, we would like to thank Grupo ULMA and its Promotion Centre, for the confidence placed in us, and the support they have and are currently giving us to set up this company. We would also like to thank all the personnel in the Central Departments of Grupo ULMA for their warm reception and care. Without it, everything would have been much more complicated. At this moment in time we cannot forget Txomin Garcia. His faith and driving force resulted decisive in UES taking its first steps. As a founder member of UES I would also like to show my appreciation to the rest of the promotion team for their devotion, implication, dedication and effort. It is a privilege and a pleasure to share this experience with them. Finally, we would like to give our most sincere thanks to our families for the support they are continually offering us so as to be able to move ahead with the UES Project.”



RAFA AMASORRAIN

Chairman ULMA Embedded Solutions

“Within these few lines I would like to thank all the people that have helped to turn this new business initiative into the constitution of a new cooperative within Grupo ULMA and MONDRAGON. To constitute this idea into a cooperative company, various factors have come together, and I would like to underline the following ones: the active policy of IKERLAN Technology Centre in looking for new ways to fulfil the mission of transferring technology to the industry, by boosting the generation of new base technology companies (known as Spin-off); the active policy of Mondragon Corporation to generate cooperative companies situated in the local area; the Promotion Policy of Grupo ULMA, in its active search for promoting new Market/Product relations in technology sectors, generating employment for those medium-highly qualified in the region; and finally, most important is the hope, courage, perseverance, initiative etc of the leaders of this promotion Andoni Altuna, Oskar Berreteaga, Ignacio Lazkanoiturburu and Iñaki Idigoras. To these ones I can only offer my most sincere gratitude for all the efforts made up to now, and those that will be made in the future, completely confident that this promotion will be a success from all points of view associated with a cooperative company”

SWINE FLU

We have obtained the opinion of experts on a subject that at this moment is a considerable talking point, as is Swine Flu, or H1N1 Flu. Fever, cough, breathing difficulties, headache, sore throat, aching muscles and generally feeling unwell are the most obvious symptoms with which you must visit the doctor. According to the forecasts, from November onwards there was going to be an increase in the number of those affected, which means that converting good hygiene into a habit is one of the points of reference stressed during this roundtable discussion.

For the last few months there has been talk of nothing else, but it now seems that the avalanche of information regarding Swine Flu has calmed down. What is the real incident rate at the moment? What is the forecast for the next few months?

>> **AP:** Since July, the OMS declared the situation as pandemic. It is not very relevant to say whether one community or another is in a pandemic phase. Why are people talking so much about the flu? The flu is a viral illness, extended throughout the world. Cases of influenza have been known from the first reports there are in Medicine. We had an outbreak in 1918, in the western world, with an important amount of deaths, many were young people. We find that many studies have been realised since then to follow its evolution, to find out why Seasonal flu appears every year, and why every so often a flu profile appears with elevated transmission and mortality rates. We believe we are experiencing one of those types of flu, although the forecasts are somewhat better than

expected. In Euskadi, we are slightly above the incident levels with respect to the rest of the communities in the state; due to the climate conditions or even because the detection systems are better...

>> **II:** As far as age range is concerned, those most affected are very young, under 15 years of age. It is unknown how things will progress. The infection level is high in the 'ikastolas' (children's schools), probably because infection is easier, however the incidences in the factories are not high. The people who have received the vaccine seem to be somewhat protected. In the health centres, all is proceeding as normal, and the health system is coping perfectly well with all the cases at the moment. The future, well no-one knows... be prepared for the worst and expect the best. In France and in the United States they have already started to vaccinate.

>> **AA:** It does seem that there is more likelihood of catching it within a family unit. In that regard we only have one case.

>> **SA:** After a summer full of uncertain information I think that now everything is in its place. On a health level all measures are coordinated, with the health personnel alert and knowing how to act. The health centres are also there. At this moment the incident rate has gone up somewhat, but that is normal for this time of year, there being about 200 cases for every 100,000 inhabitants. Mostly affected are those under 25 years of age, especially in the 3 to 5 years age group. These start some cases in family units. During the next few weeks the number of cases might increase, and this will depend on the climate and other factors such as becoming more relaxed about prevention measure. We also need to remember that at this time of year, there are other viruses circulating such as the seasonal flu, adenovirus infections and others that can affect the population so NOT all will be suffering from Swine Flu.

Do you think that the workers are conscientious and the work environment is prepared for the Swine

Flu? What preventive actions and information is developing?

>> AA: In our case this is a subject that worries us. In July we were discussing this subject, and as a prevision against any problems we could come up against, we organized a discussion

“It is important that work places are well ventilated”

a procedure established. All within normal circumstances.

>> SA: In our case, the local population are informed and are responding with common sense to the information given. In the work centres, the workers are also informed, and the necessary



ALFONSO APELLANIZ
(AP); Medical Doctor, Specialist in Employee Medicine and Prevention and Public Health. Health Coordinator for the Dept of the Interior.



SANTIAGO AYECHU
(SA); Primary Care Doctor, Health Center of Oñati.



ARANTXA ANDUAGA
(AA); Director of Human Resources, ULMA Polymer Concrete.



IÑAKI IGARZABAL (II):
Coordinator of Occupational Health Area, ULMA Group.

work group ('hobeltalde'), in which representatives of all the cooperative areas were present along with someone responsible for Occupational Health and the prevention technician. The main actions taken have been information given to people where we work, preparing informative documents, some which have been distributed and some which we are holding back, to see how things develop. On an organizational level, each area and each line has been carefully examined to see which may be critical positions, and how they may be covered if someone is affected in a way that the organizational processes are protected. Portable computers, or laptops, have been adapted to be able to work from home. We are still falling short on a few work areas but that is what has been achieved up until now, with follow-up meetings every 15 days.

>> II: From the Occupational Health Area we are participating in the said 'discussion work group' and it is true that we are trying to give people information without alarming them, but letting everybody have the necessary information in the case of an epidemic. There has also been some hygiene measures established, while trying to encourage people to carry on as normal. Up to now, the basic action has been that of giving information. In our case we have reported to all the areas of Grupo ULMA. From now on we will wait and hope that everything carries on as normal and that there are no large problems.

>> AA: It is not a matter of causing alarm, but of being prepared. And that is precisely what we are trying to do. If for example, it is necessary to wear face masks, there is already

steps can be taken if needed. I feel that the companies are prepared.

>> AP: We have four fundamental documents; how to act before a Pandemic, a document by the Ministry of Work for companies, and two documents for the Basque Country Community, one is an action plan for H1N1 Flu by the Basque Country General Administration (an outline of how the Administration should act), and

“It is not a matter of raising the alarm but rather being prepared”

> *Roundtable discussion*

the other is an action plan for an H1N1 Flu pandemic in Euskadi. Following the indications in these documents, we have ourselves prepared a Plan of Action in our organization in the face of a Swine Flu pandemic. The first version is from September 2009, and we continue working through it and making corrections with the help of the workers. This Plan of Action follows the known outlines; a work team was put in place and coordinates with the different areas. The Prevention Service participates actively. The key services and personnel have been identified, and a system to provide a daily update of the Swine Flu incidences amongst our collective has been put into operation. We have taken similar actions to everyone else to limit the spread of disease, bringing up to date the hygiene requirements, acquiring the necessary materials, developing certain measures for high-risk groups, and have even had a drill about how to manage the situation with a high absenteeism amongst medical staff so that the normal activities are not interrupted. We have definitely made our services available to the people. We have also designed an information plan, so as to be able to transfer information quickly and easily.

What are the probabilities that this autumn and winter the Swine flu will increase its virulence? Are we prepared for a massive spread of Swine Flu?

>> SA: As far as the virulence of Swine flu is concerned, it seems that it is not so bad as first believed, although it is quite contagious, but once you have caught the virus, within 2-3 days of flu symptoms, they start to disappear. A few weeks ago it was recommended at least one week in isolation at home, but today you can restart your normal routine after one day without a temperature.

>> II: We are definitely prepared; the problem is that we do not know how many people will be affected in the next few months. For that reason we will just have to wait and see. What has already been done is what had to be done, prevention and information to encourage rational behaviour. Is society prepared? Well the mechanisms and information are in place... If the problem seems to be getting out of hand, maybe we will have to think about urgent measures until the pandemic has passed. It is a matter of evaluating what is occurring along the way, and based on that the necessary measures can be taken. The problem is that in a short period of time, many people need medical assistance, but at the moment it is not a serious threat.

>> AA: All of the preventative measures are geared up to a certain number of people being infected, but if the problem worsened and there was a massive spread, then it could even stop productivity. So we need to be prepared and manage things well. Up to now, the spread of this flu is an unknown quantity.

>> AP: At the moment, the flu is behaving in a very progressive and increasing manner. It is true that there are many infected and affected but not all at the same time. The sensation that took over Mexico, of the country coming to a halt, has not happened here. A major worry was the mortality rate this flu would have. At the moment the mortality rate is low, 0.18. Compared to Bird Flu whose rate was around 3 and the infamous Spanish flu in 1918 with a rate of 2, causing 40 million deaths.

What preventive measures should be taken in the work place, to stop the spread of the virus? What can we do to prevent or reduce the risk of catching flu?

>> II: The steps are more or less the same for all. This flu is making us all act more or less the same. In all areas the same information exists, even with a similar layout. Everybody has read the information, and is informed about the Swine Flu, and acting correctly. The rate of incidences is normal.

>> SA: Definitely, the steps taken are general throughout the population: if there is a case of swine flu, then isolation at home. In general, as with catarrhs and colds, keep your distance, and apply the general hygienic measures such as handkerchiefs, facemasks and hand washing. It is also important that the work places are well ventilated, and that the people and the workers have clear information about the general steps to be taken. We will attempt to put an article in the local magazine of Oñati this month, with the general measures to be taken.

>> AP: The first phase caused a lot of fear due to the situation in the first countries affected, but later things went back to normal. As far as the spread of the virus was concerned it slowed down, and later on as things developed everything calmed down. The vaccines arrived on time, they are being distributed at this moment, everything has been rechanneled and people are acting normally. In conclusion I would say that the behaviour of the Swine Flu is very similar to the seasonal flu, although with the reservations of how it may act in the next few months in a possible second wave. We all hope that this remains just as a 'drill', and that positive conclusions are drawn from it.

To improve this section we propose that you send us the issues or questions that you would like to pose in this post to; begira@ulma.es

Do you know what Business Social Responsibility is? Do you think that ULMA is a Responsible Group? What aspects do you think we should improve so that Grupo ULMA is a positive influence on its environment?



IDOIA AMENABAR. ULMA Agrícola

“The values of Grupo ULMA agree with Business Social Responsibility”

Yes I do have an idea about the concepts of Business Social Responsibility. I consider the principles and values shown by ULMA Group agree with Business Social Responsibility, above all regarding the importance acquired by the people that form a part of the cooperatives, service and customer satisfaction, community development, member participation in management and the transparency of the results obtained. I feel that if ULMA Group continues with its policies of Total Quality, Focus on Customers and Continuous Improvement then it will have a positive effect on the environment where it realises its activities and will continue to be a referral point as a responsible company. At the same time, by following these principles, the different businesses may be able to develop alliances, not just with customers but also with suppliers to improve business relations with these groups of interest.



OLATZ LARREA. ULMA Forklift Trucks

“Business Social Responsibility is the company’s social commitment with society”

Yes, the commitment of a company with society for improvement, carrying out specific actions on an internal and external level for the benefit of society, is creating economic, social and environmental values. ULMA does not simply focus on the financial results of the company, but works voluntarily in the development of the environment, being involved in projects such as Fundacion Matia, and Vicente Ferrer amongst others. As far as improvements are concerned, in my opinion mechanisms should be created or actions taken to develop the culture of Social Responsibility amongst all the people who form a part of the project ULMA and its environment, with the idea of drawing the company and these groups of interest closer together, encouraging the development of the environment.



NEREA MARKULETA. ULMA Construcción

“It is a sustainable procedure that contributes to social, economic and environmental improvements”

Yes, it consists in a sustainable business procedure and contributes to social, economic and environmental improvements. ULMA is a responsible group, but it could still improve in many aspects. Times of crisis make it more difficult to contribute to this function, but with effort there are still things that can be obtained. Social values are always important, and even more so in times like these. We all deserve a job, and ULMA Group should stand out from the rest in that regard, be up to date with events, and show respect to the people. A person is valuable and deserves to be attended to in the correct manner, which includes being trained, informed, valued and helped to be efficient. The quality of work in connection with security has improved a lot over the last decade, and this needs to continue in all aspects. With all of this we can achieve a socio-economic enrichment of the environment. ULMA Group should be a model to follow.

> *What do you think?*



JAVIER RIVERA. ULMA Conveyor Components

“I believe that ULMA makes an important effort in this regard”

I understand the Business Social Responsibility as actions which, voluntarily and going beyond mere legal requirements, organizations take, in areas such as Environment, work aspects, social environment in general, health and safety at work, development of professionals and collaborators etc. Although ULMA Conveyors (previously ROCHMAN) has been with the group barely a year, and I ignore the depths of this reality, I do believe that in general, a very important effort is made in this regard. I think that the Social concerns are considered and acted upon. There does exist an active commitment by the social and management areas with the member-workers and the environment, resulting in ULMA being a very important social referral point. Maybe in a little of everything, as I could not specify one particular aspect, as I believe that the general line of action taken, is positive. I hope that the current delicate socioeconomic situation does not lessen the efforts that have been made up to now. On the other hand, and from the perspective of a business of ULMA being situated in Otxandio, we hope that the modernisation criterion that has been carried out in the area of Oñati will gradually be implemented in our area.



NAIARA RODRIGUEZ. ULMA Handling Systems

“In saving energy and other aspects we are environmentally sustainable”

Yes, it is the way the company is operated, taking into account other economic aspects such as the responsibility of the company with its workers, surroundings and environment, and the sustainable development. You could say that as a group it has a social responsibility with its environment and workers as it provides social aids to different collectives, social promotion activities for the workers etc. I do not know the actions carried out by the rest of the businesses in ULMA Group as far as sustainable development is concerned, and so can only comment on ULMA Handling Systems. I feel that it is environmentally sustainable in various aspects such as saving energy, as the building has an automated system that minimizes energy waste. Also the product offered aims to reduce the use of energy in the house of the client. Nonetheless I feel we should continue to improve in all environmental aspects related to the product, process and infrastructure, using the equipment available to do so.



GORKA IMAZ. ULMA Packaging

“The possibilities are marked out by the economic situation”

I believe that although everything can be improved on, we are not doing at all bad, (sports sponsorship, cultural, support to Euskera, participating in local and social projects...) Things are being done at both at internal and external level, and I am sure that more could be done, but as in everything, the possibilities are marked out by the economic situation. Becoming involved in projects in our surroundings, on a social, cultural and economic level can be a good way to convert us into an active player, responsible for our environment.



Etor Arregi. ULMA Hormigón Polímero

“In our Principles, these concepts are not just laid out, but they are dealt with in-depth on a functional level”

In our Cooperative Principles and in our Mission, not only are these concepts laid out, but they are defined in a much more specific manner and are dealt with in depth on a functional level. In the measure that our behaviour is coherent with our Mission and Values, we will respond satisfactorily to the expectation of the different groups of interest (clients, persons, external collaborators and social environment). In the last few years, in ULMA Group, the work environment has improved, and good results have been achieved, creating employment in the environment and generating wealth reverted back into society. I have no doubt that if our business projects are economically solid, then they will be socially responsible, just as the projects that have developed Social Responsibility will have more success economically. Therefore the best way to continue contributing to the society and to our environment is by guaranteeing the viability of our business projects. For this, it is necessary that each and every one of the members is committed one hundred percent to the company. Each one in our field should carry the responsibility for our actions and decisions. Decisions that favour the interests of the company should be priority over our individual decisions (we should be generous). We should adopt a humble attitude and be austere in our responsible use of resources. And all of this we should take on board with absolute freedom, which will help us feel free and motivated. On the other hand, we should take bold decisions regarding transforming projects to continue maintaining an innovative and competent offer. By means of this, we will be able to positively influence our commitment with the environment.



OIER BOLIBAR. ULMA Piping

Yes I believe so. ULMA is a responsible Group

Yes I know it. And I also consider it a necessary practise for large corporations like ours, as well as small and medium businesses. We notice increasingly that certain corporations are using it as a marketing tool rather than seeing it as a necessity to revert the company's results into society. Yes, I believe that ULMA is a responsible group. For example, there is the active participation through the FEPC (Cooperative, Promotion and Education Fund), in events and other joint needs which certain areas of Society may have. One of the most evident points inside Social Responsibility that ULMA Group and other cooperatives in general show is that of being a company based on social economy, where, when results permit, it is reverted directly and indirectly into the society. You need go no further than to see the average purchasing power which we enjoy in our environment compared to that of other regions. The future and the cooperative results affect the environment. It is evident that things are easy when the wind is blowing in our direction. However we need to be equally responsible socially when we have to row against the current, whenever the available resources allow it. We must not forget that one of our mayor commitments of ULMA Group is the commitment to persons and we must keep that present.



Burretxagana

An easy ascent in the environment of Urdaibai and a view of the island of Izaro



On this occasion we offer a trip within the surroundings of the Urdaibai Nature Reserve, one of the most interesting natural areas in the Basque country, with a view of the stunning island of Izaro on the horizon. It consists of an easy ascent up Mount Burretxana, only 402 metre altitude, on a journey passing 'Holm oak' trees, a type of tree that unfortunately, has almost disappeared from the Basque countryside. Marua, Ereñozar, Atxondo or Burretxagana are peaks carpeted by this fagaceae species, where it is still quite an adventure to enter their dense tangle. On this trip we will visit Burretxagana, one of the peaks that delimits Urdaibai on the east, with easy access from the road Gernika and Ibarrangelu, but with a coarse trail in the final part, due to the thick forest and rocky peak range.

Between Gautegiz and Ibarrangelua

The trip starts in the village of Aldamiz, on the road between Gautegiz and Ibarrangelua, a little more than one kilometre from the peak of Murueta. There you will find a cemented signpost on the left, pointing the way to ascend to the hamlet of Tremoia (15 min). A spectacular large house welcomes us into this tiny rural nucleus, with the peak Burretxagana in the background. The thick forest hardly permits the peaks to show their bare, gaunt outlines. Behind the large house, a signpost directs the way to Ibarrangelu and Irukieta by the route PR-BI 164. This is our route. We walk past the large house 'Caserio Atzekoa' and, turn right at the first junction along a grassy trail, passing through fields and pine trees until we reach a turnoff to the left, marked by a small pile of stones with a yellow indication. At the beginning, the

TRAVEL GUIDE

Situation: Coastal mountains in the Urdaibai environment.
Difficulty: Easy. Avoid during bad weather or fog.
Distance and time: 538 m. 1h.25min (0h.45min ascending).
Communications: On the road between Gernika and Lekeitio (BI-638), once at the height of Murueta take the turning to Ibarrangel until Aldamiz.
Agro-tourism: Txopebenta: 946254923 and Urresti: 946251843.
Restaurants: Kanala: 94253390 (Gautegiz) and Toki Alai: 94276163 (Ibarrangelu).
Links: www.urdaibai.org



trail is not very clear, but as we continue to travel along it and enter a pine wood, it becomes clearer until we reach a small hill (25 min). Now begins the most difficult part of the trail. The trail (and the indications) directs us to the left, and we enter thick, bushy vegetation which surrounds the peak of Burretxagana, dominated by 'Holm oak' trees but where you can also find rowan, yew and laurel trees. The trail carries on upwards until it reaches the ridge, and obliges the hiker to move into top gear, with areas where we have to use our hands to help us climb small areas. In case we doubt which direction to follow, the trail is well indicated. Occasionally there are clearings in the woods, that present us with excellent views of the Vizcayan coast nearby, (this view is not so clear from the summit), and at the peak (50 min) we will find two of the typical mountain post boxes.

THE VISIT; Biosphere Reserve, Urdaibai

A distance from the ocean, sheltered from the Gulf of Vizcaya, Urdaibai is found on an Atlantic slope in the Basque country, in the north of the Iberian Peninsula. It consists of various narrow valleys, turning to the sea by an estuary. Here remains a complete representation of the typical environment of the Cornisa Cantabrica, from the cliffs and coastal beaches, to the inland forests and rivers, including marshlands and wet lowlands. Here you will probably find the most varied and ecological countryside in the Euskadi Community, home to valuable fauna and flora. Urdaibai also has many archaeological and historical remains, of great value for understanding and studying the first human settlements in the region, and unravelling the transformations of the countryside. As a growing nucleus in Vizcaya, this area has played an important role in the social and economic development of the Basque country.

PILAR JERICÓ.



“We are in the collaboration era”

PhD in Company Organization and First Degree in Economics and Business by Autonomous University of Madrid. She has published various books in Spanish: “New paths in Talent Management: building commitment”, “No fear in business and in life”, and “Talent management: from individuals with talent to organisations with talent”. Recently she has received the award Speaker 2009, from the awards Manager Forum, which aims to recognise the support and experience given by professional individuals to the business world.

Do you feel that in times of crisis, such as the present one, the value of people in organizations is even more important, if that is possible? It seems as if innovation and persons are the magical potion to come out of this crisis, but according to your judgement Pilar, what is the key to joining both of these areas in a company? Evidently it is more important, amongst other things because now is a difficult time for sales and therefore for receiving results. Putting other aspects aside, individuals are essential as far as they back a project, have initiative and are near to the client, basic premises to achieve results. For that reason, today more than ever, and in the crisis situation that we find ourselves, individuals are more important than ever before. Innovation is moving nearer to everything and everybody. Talk is heard about ‘open innovation’. We are in the era of collaboration. Today there have really interesting experiences about companies which want to launch a new product or service, place in on the net,

and it is the response is received from the net itself; clients, suppliers, collaborators etc. Innovation will see more and receive better results, if it is clear, open, and relies on the people.

It is said that the people are the main assets in a company. Do you believe that is practiced in a coherent manner? Do you feel that a company that is more human and sustainable will have advantages over its competitors in the near future? The crisis is not just laying emphasis on people but also the coherency of the messages received from management. The crisis will pass, of course, there is no doubt about that, and the coherency with which people are managed at the moment will stay in the minds of these groups of the organizations, and not everyone is acting with coherency, which will be paid for sooner or later. From our consultancy, we always say that we need to work in companies that are humanist and competitive. This is no contradiction,

to be a more human company and achieve results. In fact, I would say that in times of crisis, when there is so much uncertainty and where people are really going through bad times, it is now more than ever when the human contact in the company is needed. Individuals do not go to work and leave our ‘personal problems’ head at home. To know how to act in times of crisis is a fundamental key of good leadership.



“Innovation will obtain better and more results, if it is clear, open and relies on the people”

> Agenda and suggestions

RETIREMENT: Retirements in Grupo ULMA from the 1 September 2009 until 31 December 2009.



Victor Errasti



Gerardo Plazaola



Narciso Iglesias



Jesús Larrea



Andrés Zabala



Santiago Uribe



José Mª Madina



Francisco Romano

Fco. José Matarredona

Juan Jesús Elorza

GET WITH IT AND
SEND US YOUR IDEAS:
begira@ulma.es

Also, and as always, we continue to maintain our Suggestions Box where we hope to receive your contributions:

Grupo ULMA
Departamentos Centrales
Garagaltza Auzoa 51 -
Apdo 22
20560 OÑATI (Gipuzkoa)
Ref.: Begira
Email: begira@ulma.es

Thank to everybody and enjoy yourselves! Congratulations

To our friends and companions;

On the 7 August, the sales representative of ULMA Packaging, South Africa, Ruttie Mels died in a traffic accident. Ruttie had been working for ULMA for a year and a half, and has sadly left behind his wife Nolene, and two sons: Nardus 5 years, and Reinhardt 6 months. We also want to remember Gerardo Garagalza, Packing machine Product technician who worked at the Otxandio plant and passed away on the 2 September. He had been working firstly in Rochman for 19 years and then for just over a year in ULMA Packaging. We would like to utter a few words in his memory, from some of his closest companions in Otxandio: *"Lover of peace and serenity, and of the small, or rather large earthly pleasures. A man who has passed through existence enjoying his independence but careful not to step on the flowers at the wayside. 'Alavesista' (from Alaves) in Otxandio. What merit! We still remember every exhibition fair with the emblem of 'Glorioso' in the jacket buttonhole. Aguraindarra through and through, with his ironic smile, inherited from his ancestors from deepest Llanada."*

From ULMA Packaging in memory of our companions who have recently passed away.



LET'S PAINT THE HOLIDAYS

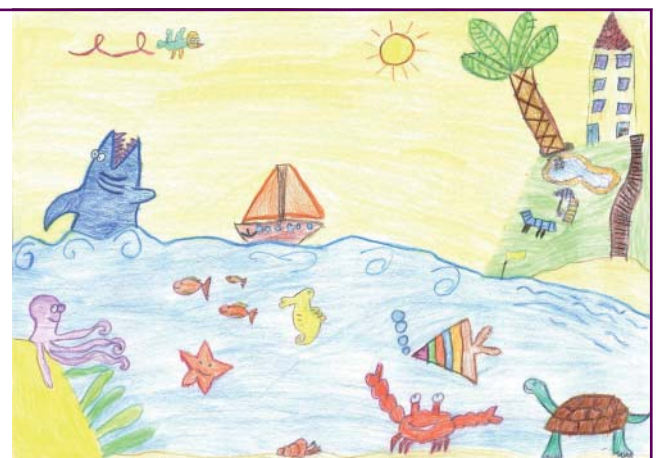
WINNERS OF THE 2nd PAINTING COMPETITION FOR THE CHILDREN OF MEMBER-WORKERS OF GRUPO ULMA

On the 28 October, the prizes were awarded for the Second Edition of the Painting Competition, for the children of members and workers of Grupo ULMA. The winners Unai Bermejo in the 'up to 5 years' category, and Asier García in the 'up to 10 years' category.

Xabier Mugarza chairman Grupo ULMA, with the winners of the competition and their parents



UNAI BERMEJO



ASIER GARCÍA

join in!

Competition New Ideas

Support **for a more Sustainable ULMA**

We would like you to take part in how to make ULMA more sustainable. Send us your proposals, ideas and sustainable improvements, in any area of the company in which you feel your opinion is of value to ULMA

With your sustainable ideas you win, we all win!

The best idea will receive the prize 'circuit in Segway for two people'.

Send us your idea

By email to BEGIRA@ULMA.ES. By normal post to Departamentos Centrales, Garagaltza Auzoa 51 - Apdo 22. 20560 Oñati (Gipuzkoa), identifying your proposal with "Un ULMA más Sostenible".

COMPETITION RULES: Entries to be received by 29 January. Must have a title, area of action for the new idea or proposal for improvement, and a detailed description.

Winners of the photography competition!

These are the 2 fortunate winners of the competition draw "Persons":



MARILÓ UNZURRUNZAGA, ULMA Construcción.



GERMAN MAIZTEGI, ULMA Piping.

Thank you for your participation!!